
VASANT C. RAMKUMAR PH.D.

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CURRICULUM VITAE

Dr. Vasant C. Ramkumar is a highly degreed technical professional/executive with a wealth of experience, knowledge, and skills to draw on. Over 30 years of Leadership, Engineering, Research & Development, and Training/Coaching experience in Corporations and Government Organizations both domestic and international. Dr. Ramkumar held Senior Leadership positions (DIR/SVP/EVP/CTO/CIO/CEO) at AT&T, Bell Labs, Lucent Technologies, US-West, MediaOne, Netraverse, CloverworXs, Maximum Multimedia Services Network, Chivas Engineering & Consulting, Global Communications V, and with their affiliates worldwide on major telecommunication projects that included the design, planning, implementation and operation of voice, data and video networks. Dr. Ramkumar is very experienced working with different cultures and knows how to motivate and empower teams to achieve project goals and objectives.

He worked on many projects in the USA as well as projects undertaken by US companies in Europe, Africa, Asia and the Caribbean. These included the UK, Italy, Spain, China, Hong Kong, Thailand, Indonesia, Malaysia, India, Singapore, Nigeria and the West Indies.

His experience encompasses organization planning, project implementation, product management, strategic planning/engineering, design, software development, IT design/planning, negotiation, mergers/acquisitions, leadership, sales & marketing, research/consulting, analysis/evaluation, training & directing, customer/vendor relations, communication, analytical/problem solving, carrier interconnection and network security.

He demonstrated expertise in setting up and managing start-ups, joint ventures, vendor & customer relationships, channel partners, strategic alliances and partnerships. He is a proven leader with excellent communication skills and possesses proven ability to creatively execute projects for the success of the entire organization.

Dr. Ramkumar is engaged in teaching at Universities in an effort to transfer knowledge from industry to the classroom. He teaches at both the undergraduate and graduate level in the areas of computer science, engineering, networking technologies, network security, and telecommunications.

His research interests are in network security, telecommunications networks, network services/planning/development/implementation, and network management.

As is a member of the Austin Speakers Association, a sub-chapter of NSA Dr. Ramkumar speaks on technology at product launches and at technical conferences. He is also engaged in speaking on the transformation of organizations, corporate culture, communication, leadership and employee empowerment. He speaks at corporate events and facilitates transformational seminars that contribute to the stability and profitability of corporations.

His most recent achievements included projects that leave both individuals and teams empowered and motivated, that far exceeded expectations. He holds technical publications, patents and awards.

PROFESSIONAL STRENGTHS

Organization Planning	Strategic Planning/Engineering	Software Development
Project Management	Negotiation, Mergers/Acquisitions	Training & Directing
Analytical/Problem solving	Telecommunications Engineering	Customer Relations
Product Sales/Marketing (P&L)	Research/Consulting	Leadership/Communication

PROFESSIONAL EXPERIENCE

Chivas Engineering & Consulting, Inc.:CEO

9/2006-Present

Responsibilities at Chivas Engineering & Consulting, Inc.

- Make business decisions that will prepare the company to continue to operate profitably in a quick changing environment.
- Anticipate and respond to major technology changes to ensure Company's leadership in the competitive landscape.
- Manage company to provide consulting/design services to Government organizations and Corporations (startups, small, medium and large businesses). Areas include strategic planning, technology assessment, network planning, organization planning and implementation, leadership training, employee development, project management, mergers & acquisitions, budgeting, P&L, etc.
- Provide Engineering and Organization consultation services to "C" level personnel in Government Organizations and Corporations.
- Conducts Leadership, Communications, and Employee Empowerment seminars for Corporate Executives and Government on how to take their organizations to new heights through transformational methodologies.
- Responsible for contract negotiations, client relationships, and P&L.

Key Achievements

- Developed a startup company into a profitable corporation within two years of business.
- Negotiated and secured contracts with many City and State organizations as well as Corporations.
- Secured a 5 year contract with Clear Channel Airports to support their advertising IT infrastructure and their advertisement display program at the Austin Bergstrom International Airport.
- Grew company by over 10% each year.
- Implemented strategies to achieve higher quality software in both the Agile and Waterfall methodologies.

On special assignment as the President/CTO for GlobalCom, Inc. (2014-Present)

Responsibilities at Global Communications, Inc.

- Lead a dynamic organization to build a 4/5G wireless infrastructure in the Caribbean islands, Haiti, Cuba, Philippines, and other countries where GlobalCom does business.
- As the CTO, makes technical decisions on all areas of technology roll out.
- As the President of the Infrastructure Unit of GlobalCom, makes business decisions that will prepare the company to continue to operate profitably in a quick changing environment.

- Directs the cell phone design and manufacturing team at the GlobalCom manufacturing plant in China on the production of the next generation of cell phones used in GlobalCom networks.
- Anticipate and respond to major technology changes to ensure Company's leadership in the competitive landscape.

Key Achievements

- Lead the company through its financial planning process and produce the business plan resulting in funding.
- Plan and staff the technical organization.
- Negotiate equipment and service contracts for building out the network infrastructure.

Special Assignment to Maximum Multimedia Services Network, Inc. EVP/CTO (2008-2014)

Responsibilities:

- Lead the execution of the strategy for technology platforms, partnerships, and external relationships.
- Share expertise in all areas of the telecommunication network including switching, transmission, local access, network services, strategic network planning, etc.
- Share knowledge and experience in telecommunication technologies and platforms such as wireless systems, cable systems, and terrestrial systems so that the entire organization can make cost effective decisions on projects, services, vendors, customers, sales, marketing, business development, etc.
- Identify, compare, select, and implement technology solutions to meet current and future needs.
- Use effective leadership skills to mentor and develop staff for the benefit of the entire organization.
- Use all communication skills, both oral and written to share and develop effective communication within the company.
- Manage the project management process to support the company's growth.
- Provide visible leadership for the company within the technology community.

Key Achievements

- Acquired license to build and operate a wireless network.
- Derived the network plan, selected the technology and prepared the implementation road map.

Netraverse/CloverworXs, Inc. (One Group) CTO/Sr. Vice President 2000 -2006

Responsibilities

- **Planning:** Used ability to interpret technology and market trends as a foundation for deriving the technology and product roadmaps to ensure the company's survivability, productivity and profitability.
- **Engineering and Business:** Managed the organization to specify, develop and test software products. Managed the strategic direction of the software application. Managed the sales and marketing organizations. Developed marketing strategies and built relationships with channel partners. Trained personnel in the US and China on software development skills needed to produce a quality product. Managed the software development process for the knowledge management and e-learning products. Worked with customers to implement and integrate the products into their work programs. Led the team to analyze the requirements, and architect & design the product. Managed teams using the Agile methodology to develop and deliver products.
- **Management:** Managed over 26 personnel in the areas of product management, marketing, product architecture, and technical training.

- **Leadership:** Developed and implemented effective processes, and led the activities in areas of new product development, new product architecture, functional specifications for the product line, product roadmap, product launch, release management, life cycle management, interaction with key target accounts, competitive analysis, training, and drove implementation of feature set.

Key Achievements

- Quality product developed and tested on time and within budget every phase.
- Successful launch of product in the China Market.

AT&T (Lucent/Bell Labs/US-West/MediaOne), Sr. Director

1985-2000

On special assignment; (1) as the lead technical personnel to strategically plan, develop and implement the Intelligent Networks in the UK, Spain and Italy (1987-1991; (2) assigned Sr. Director with all CTO functions for all areas in building out the GSM network in Malaysia for Maxis(1996-1998)

Responsibilities

- Built and managed a top-flight technology team and oversaw research and development, as well as project management.
- Led the team to research, design and implement the first intelligent network in the United Kingdom. Requirements elicitation, analysis and specification. Manage the product through the development process.
- Led the team to plan and build the first GSM network in Malaysia.
- Researched, implemented and supported all networking technologies at the AT&T data center in Holmdel, New Jersey to serve AT&T's worldwide network and computing services.
- Worked with regulators, policy makers, Government organizations, etc. to keep the company in legal compliance on technical requirements, and ensured that the company received the resources (number plan, access rights, etc.) needed to further develop its business, products and services in Malaysia.
- Effectively negotiated with vendors to get the best value on assets and services for the company.
- Oversaw technical work in the areas network architecture, design, implementation and operation that help the company met target deployment dates within budget.
- Reviewed and approved proposed service deployment strategies.
- Developed, tracked and controlled the development of annual operating and capital budgets for purchasing, staffing and operations of the technical organization.
- Managed and optimized infrastructure assets to satisfy internal financial targets.
- Established technical standards and ensured adherence to them for network deployment and company operations.
- Worked closely with marketing, business development and operations departments to define and deliver services and enhancements.
- Conducted research in the areas of network infrastructure and network services.
- Led the transfer of technology to the Asian region. This included in-country training and the setting up of the Information Communications Institute in Singapore. Led the effort to develop the curriculum and courses, and lectured in Telecommunications. Delivered technical, leadership and communications training at all levels in Europe and Asia.
- Research and development of emerging technologies in the telecommunication industry.

Key Achievements

- **Analytical/Problem Solving:** Analyzed and showed that a commitment to Wall Street to develop a Voice over IP implementation by the end of 1999 was pre-mature. Determination to solve this

problem led to engaging a team of employees and vendors to develop and conduct a trial to test some new possible VoIP scenarios. This effort successfully led to an alternate architecture to deliver VoIP service. The company saved millions of dollars in capital expenditures by not investing in the wrong equipment type. Successfully met all research deadlines and commitments.

- **Project Implementation/Management:** Successfully implemented and managed all assigned projects in broadband and next generation networks including the Hybrid Fiber Coax (HFC) network architectures, cable modems, head-ends and hubs, service architectures, and carrier interconnects, IP telephony over HFC and legacy TDM infrastructures, wireless infrastructures, service roll out (video, high-speed data and internet services). Met all deadlines.
- **Analysis/Negotiation/Implementation:** The Company's interconnect costs rose to over \$250M per year. This cost was mainly attributed to lines leased from other operators to carry off-net traffic, and the exchange of revenue for traffic imbalance. Redesigned the interconnect architecture and replaced the lease lines with an STM-16 ring. Lobbied and gained regulatory approval for this implementation and successfully negotiated with the other operators to buy into this concept. Completed a nine months implementation in three months. The exchange of revenue for traffic imbalance was reduced to under \$5M per year.
- **Management:** Successfully developed and managed over 300 employees in the areas of national/international standards, cable modem, VoIP requirements development, network planning/engineering and implementation.
- **Strategic Planning/Engineering:** Conducted a detailed strategic analysis to determine why international revenue was falling below targets. Successfully used the results to redesign/engineered the international network architecture and routing plan, and negotiated reduced rates based on traffic targets with other international carriers. A new routing plan and the appropriate switching software were then implemented to allow multiplex traffic on outgoing ports for aggregate routes. The new architecture saved the business unit \$30M yearly in leased line costs to overseas destinations. There was also 20% increased revenue due to savings obtained from the new routing plan. The increased switching capacity also led to savings in capital expenditure.
- **Analysis/Evaluation:** Capital budget was exhausted and the company needed more switching capacity to add new customers. Carried out a strategic analysis that led to the redesign of the switching architecture. The redesign freed up spare switching capacity and saved a capital expenditure of \$28M. Technical evaluation of companies that are candidates for purchase/joint ventures.
- **Negotiation:** Through the normal procurement process, the company bought equipment from vendors as an established channel with expenditures over \$500M yearly. Determined to save cost, re-negotiations with vendors lowered base prices for standard equipment. Further negotiated price, reduced cost levels based on purchase volume over a 5-year period. The business unit saw a 33% savings in capital expenditures in the first year of implementation.
- **Mergers & Acquisitions:** Provided the technical assessment of assets, liaison with all parties including banks and play a key role in the negotiation process for acquisition of companies. Provided the leadership for deriving the strategic plan and oversee key aspects in the integration of acquired companies. This effort saved the company 8% in acquisition cost.

- **Leadership:** Over 70% of network projects were over running costs and missing schedules. Further, geographic regions brought onto the network were not in all cases the optimum choice. After careful analysis, led the activities that resulted in a company-wide implementation of a new front-end process for the initiation, implementation and management of new build outs. This process established the breakdown of the project costs based on departments, and the pay back period based on the expected usage. The process led to an improved coordination among departments in the build-out process, which resulted in over 90% of the projects completed on time. Over running budget was decreased to a minimum. Prioritization of projects based on manpower/schedule, and the rate of return resulted in a healthier investment portfolio.
- **Training and Directing:** Developed and implemented work policies within the culture of Malaysia, and together with employees established agreed upon targets and methods through which all parties worked to achieve project goals. The policies shifted the compliance responsibility from the manager to the individual, and held employees accountable. Rather than using working hours as a target, a goal-oriented process was introduced to measure output. This resulted in a motivated and happy work force. Productivity was up and the venture/parent company relationship improved.
- **Organization Planning/Management:** Built a strategic planning department to 85 employees in an organization where there was no planning department. Successfully hired from a market where expertise was almost non-existent, trained and motivated a workforce to take on the challenges and the complex tasks facing the organization. In two years, the company had all essential positions staffed with highly qualified and trained personnel. The department produced a strategic plan, which detailed both short and long-term goals. This was well received both by the board of directors and the financial institutions that supplied the funding. Consistently received high scores from the 360-degree feedback conducted by HR.
- **Customer Relations:** The customer satisfaction index on products sold to the UK was 23%, while the target was set at 95%. Successfully redefined the customer acceptance process to include the customer input and participation, and put in place a mechanism for quick customer response. The customer satisfaction index went up to 98% in the first year of implementation; an increase of over 318%. This index was in compliance to a national driven supplier process for all foreign vendors.
- **Sales/Marketing:** Derived and implemented a new plan to increase sales and gained customer loyalty at AT&T/Lucent. Lectured and delivered seminars on existing and emerging technologies to customers in Asia. Talked about technology and not products, and showed how the various technologies can be used to enhance productivity as well as to increase revenue. The goal was to establish the need and to create the environment for further discussions on products that supports the technology. The seminars were successful and sales went up by over 300%.
- **Research/Consulting:** Received patents and publications on researches conducted in network product design, network infrastructure and services.
- **Software Development:** Successfully implemented the Quality gates and metrics for all phases of software development. Developed and used a unique method to interview customers to gather and analyze requirements. Experiences in both the Agile and Waterfall model.

Network Project Implementation. Planned, designed and implemented local/wide area data networks at corporate locations in the US.

RESEARCH AREAS

Conducting research in Telecommunication networks/technologies, products and services. These include transmission, switching, support system products, software development, data switches, intelligent networks, network management, network security, and the integration of the Intelligent Network with wireless networks. Successfully researched the design of interfaces and message flows among network components to provide a seamless integration of fixed and wireless network components. Researched the requirements and systems engineered the design, development and implementation of the British Telecom Intelligent network in the UK.

ACADEMIC EXPERIENCE

In an effort to bring industrial knowledge to the classroom Dr. Ramkumar held many part time teaching positions at various universities including:

- Texas State University, San Marcos, Texas, 2013 – Present
- The University College University of Maryland, Maryland, 2002-Present
- The University of Phoenix, Austin/San Antonio, Texas, 2000-2006
- The University of Colorado, Boulder, Colorado, 1999-2000
- The Information Communications Institute/Nanyang University, Singapore, 1993-1996
- Thames business School, Singapore, 1993-1996
- William Patterson College, Wayne, New Jersey, 1988-1990
- The City University of New York, New York, 1985-1987

Dr. Ramkumar lectured in both the Graduate and Undergraduate programs on various topics including Leadership, Ethics, Discrete Mathematics, Programming Languages, Management Information Systems, Network Management, Network Security, Networks and Telecommunications, and Software Development. He participated in course and curriculum development. He also has over 20 years of Corporate training experience.

EDUCATION

The City University of New York, *the Doctor of Philosophy Degree, Computer Science,* 1991
Major areas of study included Management Information Systems, Telecommunications, Artificial Intelligence, Computer Architecture and Software. *Dissertation cited as best in the University for 1991.* Honors List, G.P.A. 3.8/4.0 system.

The City University of New York, *Master of Science Degree, Computer Science* 1985
Courses in Hardware/Software development. Extensive software development experience. Honors List, G.P.A. 3.7/4.0 system.

Walden University (Formally, National Technological University, Colorado), *Master of Science Degree, Electrical Engineering, 1994*

Courses in Communication, Digital Networks, Multimedia Systems, Advanced Telecommunication Networks, High Speed Data Networks and Telecommunications Management. Deans List, GPA 3.4/4.0 system.

Philadelphia University, Philadelphia, PA, *Bachelor of Science, Engineering* 1982
Courses included Programming Languages, Math, and Product Testing and Evaluation. Honors List, G.P.A. - 3.6/4.0 system.

Post graduate Training: Attended post graduate training in many areas such as cultural awareness, cultural orientations, win/win, management, effective communication, leadership, negotiation skills, business, etc.

PATENTS/PUBLICATIONS

1. "A Queuing Trigger in Call Processing." Serial # 07/589724. US **Patent** # 5,212,727 May 18, 1993
2. "A Call Forwarding System" CIPO **Patent** # CA 2055170
3. "A procedure to initiate queuing in call processing". European **Patent** EP0478206.
4. "A Call Forwarding System." Serial # 07/652704, filed with the US state department 2/8/91
5. "Home Security System." Filed with AT&T Bell Laboratories (1990).
6. "Personal Network ID." Filed with AT&T Bell Laboratories (1995). Filed with the US state Department (1996)

Published over 90 technical papers (journal articles and internal proprietary papers); Gave talks at conferences/seminars/workshops.

PROFESSIONAL SOCIETIES & ORGANIZATIONS

Senior Member of the Institute of Electrical and Electronics Engineers, 1988; The Internet Society, 1995; The American Association for the Advancement of Science, 1994; The New York Academy of Science, 1993

Member of the board of Directors for the Pan-African center for economic development alternatives USA, Inc., 2009; The AFRICA-TEXAS chamber of commerce, 2009